UCLG – METROPOLIS INTERNATIONAL STRATEGIC MEETING AND EXCHANGE ON CITY TO CITY LEARNING:

“HOW CAN UCLG & METROPOLIS PROMOTE AND FACILITATE BROAD LEARNING OF AND FOR CITIES?”

Barcelona, 12-14 September 2012

Synthesis of findings
Index

• Introduction and participants ................................................................. 3

• Day 1: Synthesis UCLG+METROPOLIS .................................................. 6
  - How do we learn?
  - What do we learn?
  - Who needs to learn?

• Day 2: UCLG working group Synthesis .................................................. 9
  - UCLG focus for Cities Learning: “Network of Networks”

• Day 2: METROPOLIS working group Synthesis ...................................... 14

• Day 3: Synthesis UCLG+METROPOLIS ............................................... 15
  - Agenda UCLG+Metropolis: “Learning of and for cities”

• UCLG+METROPOLIS next steps ........................................................... 16

• Pictures of the Synthesis proposals ....................................................... 17
Introduction

The UCLG – METROPOLIS International Strategic Meeting and Exchange on City to City Learning (Barcelona, 12-14 September 2012) was attended by participants from selected (member) cities, development partners and networks in order to:

- **Share and compare methodologies for knowledge exchange with local and metropolitan governments and networks colleagues.**

- **Build a learning agenda for the upcoming years, identifying key services or activities to develop/ reinforce.**

During the first day, **Joaquim Llimona**, director of International Relations of the city of Barcelona gave an overview on the global strategy of relations and cooperation of the city of Barcelona. The strategy is being renewed in order to work more horizontally and focused on strong assets, balancing between innovation and inclusion.

This reminded the participants that networks and associations have to adapt along the expectation of their members. Following, interventions by **Josep Roig** (Secretary General of UCLG) and **Alain Le Saux** (Secretary General of METROPOLIS) thank participants for their presence, clarified objectives and expected outputs.

**Tim Campbell** presented his research book “Beyond smart cities. How cities network, learn and innovate”. In the context of global access for information and knowledge, participants were introduced by his presentation on the dynamics and typologies of city learners. He explained that after many years of research, he concluded, knowledge application happens much through individual efforts and mobilization of personal relations, which he calls “Clouds of trust”.

This day was organized into three blocks to provide short inputs from different regions and professional backgrounds and discuss in groups with UCLG+METROPOLIS participants on “How do we learn”, “What do we learn” and “Who needs to learn”.

During the second day, UCLG and METROPOLIS worked separately in order to elaborate proposals taking into account the needs and expectations of their own members and networks that are active in learning.

During the third day, **Josep Roig** and **Alain Le Saux** shared the conclusions with UCLG+METROPOLIS participants and some of them signed up for the proposed actions prioritized during the previous days.

This document presents the main outcomes of the 3 days Meeting.
## Participants

### UCLG participants

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Position and Organization</th>
<th>Location</th>
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<tbody>
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<td>1.</td>
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<tr>
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<td>Mozambique</td>
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<tr>
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<td>Nathaneal Arefeb</td>
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<tr>
<td>6.</td>
<td>Josep Maria Llop</td>
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<td>City of Lleida, Spain</td>
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<tr>
<td>7.</td>
<td>Tim Campbell</td>
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<td>9.</td>
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<td>10.</td>
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<td>11.</td>
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<tr>
<td>12.</td>
<td>Jordi Pascual</td>
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<td>Eva Chueca</td>
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<tr>
<td>14.</td>
<td>Laia Vilademunt</td>
<td>Coordinator of the Technical Secretariat</td>
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<tr>
<td>15.</td>
<td>William Pérez Loria</td>
<td>Working Group Secretary, Sustainable Tourism</td>
<td>Province of Yucatan, Mexico</td>
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<tr>
<td>16.</td>
<td>Anne-Claire Gaudru</td>
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<td>Cités Unies France (CUF), France</td>
</tr>
<tr>
<td>17.</td>
<td>Soobs Moonbsamy</td>
<td>Committee Secretariat, Strategic Urban Planning</td>
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<tr>
<td>18.</td>
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<td>Working Group Secretary, Cooperation in the Middle East</td>
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<td>19.</td>
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<td>20.</td>
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<tr>
<td>21.</td>
<td>Ali Osman Sogluk</td>
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<td>22.</td>
<td>Dominique Gatto-Koç</td>
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<tr>
<td>23.</td>
<td>Carla Pérez</td>
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<td>Barcelona, Spain</td>
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<td>Ma. Angeles Cabeza</td>
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<td>25.</td>
<td>Oriol Barba</td>
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<td>Barcelona, Spain</td>
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### Apologies for absence

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<tr>
<th>No.</th>
<th>Name</th>
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<tr>
<td>26.</td>
<td>Marta Ajuria</td>
<td>Concejala Delegada de Economía y Hacienda</td>
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<td>27.</td>
<td>Leandro Ardanza</td>
<td>S&amp;F</td>
<td>Bilbao, Spain</td>
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</tbody>
</table>
Metropolis participants

2. Mr. Joon Hi Son (Manager International Cooperation Division, Seoul Metropolitan Government Seoul)
3. Mr. Héctor Santcovsky (Director de Serveis de l’AMB, Metropolitan Region of Barcelona)
4. Ms. Barbara Berninger (Head of the Division for EU and International Affairs, Senate Department For Urban Development, Berlin)
5. Mr. Michael Abraham (Metropolis Project Officer, Berlin)
6. Mr. Jan Erasmus (Head of Strategy and Relations, City of Johannesburg)
7. Prof. Paul James (Director, UN Global Compact, Cities Programme, Melbourne)
8. Prof. Om Prakash Mathur (Distinguished Professor of Urban Economics, National Institute of Urban Affairs, Delhi)
9. Mr. Sunil Dubey (Metropolis Country Director for India, Sydney)
10. Mr. Bertrand Porquet (Director Delegate Urban Development, GDF SUEZ)
11. Ms. Violeta Seva (Senior Advisor, Makati City Government, Manila)
12. Mr. Eugene Zapata (Regional Director, FMDV Latin America, Mexico)
13. Mr. Amara Ouerghi (Special Advisor - City of Montreal)
14. Mr. Victor Said (Chargé de l'Antenne de Formation Europe-Méditerrané de Metropolis, Institut d'Aménagement et d'Urbanisme, IAU - Ile-de-France)
15. Mr Emile Danho - (Regional Secretary for Africa - Metropolis - Abidjan)
16. Mr. Sacha Haselmayer (Co-Founder, The Living Labs/Citymart.com, Barcelona)
17. Ms. Margarita Obiols (Project Director, International Relations, City Hall of Barcelona)
18. Ms. Marie Christine Bourgeois (Conseillère du Président en charge des réseaux internationaux Metropolis et CGLU, Conseil Régional d’Ile-de-France)
19. Ms. Claudie Bony (Responsable réseaux Metropolis et CGLU, Unité des Affaires Internationales et Européennes, Conseil Régional d’Ile-de-France)

Apologies for absence

21. Mr. Hamid Reza Isfahanizadeh (Director of ISCO & Metropolis Training Center, Mashhad)
22. Mr. Michel Sudarskis (Secretary General INTA International Urban Development Association, Paris)
23. Ms. Yi Yao (Associate Professor, Institute of International Studies, Guangzhou Academy of Social Sciences)
24. Ms. Mara Robles (Directora General, Escuela de Administración Pública Mexico DF)
25. Mr. Rodrigo Perpetuo (Assessor Internacional, Secretaría Municipal Adjunta de Relações Internacionais – BeloHorizonte)
27. Mr. Yves Cabannes (Chair of the Development Planning Unit, University College of London)
28. Ms. Mary Lewin (Manager International Affairs, Dept of Planning and Community Development, Melbourne)
29. Ms. Áurea Davanzo (Asesora da Diretoria de Planejamento, EMPLASA - Sao Paulo State Metropolitan Planning Company)
Day 1: Synthesis
UCLG+METROPOLIS

How do we learn?
Short inputs were delivered by:

- Nathanael Areseb, NALAO (Namibian Association)
- Pedro Acebillos, Cideu network
- Amara Ouerghi, training institute Montreal
- Jane McRae, Sustainable cities network

Main outputs of group discussions:

Ways of learning & benefits:
- Mutual exchange, mentorship and cooperation for innovation ➔ Benchmarking, problem solving quickly
- Platforms for learning and exchange. Internet as a powerful tool (citizens exposed to new ideas) ➔ practical and rapid solutions
- Data bases, data banks, web-base learning, e-learning ➔ Access, low-cost
- Training programs (capacity building) ➔ Deep understanding and enthusiasm
- Study visits and seminars ➔ Inspiration and practical approach
- Peer reviews ➔ Opportunity to improve projects
- Learning by solving problems ➔ self-esteem and tacit knowledge applied
- Join international networks ➔ Fosters innovation, cost reduction and access to best practices

Principles
- Commitment
- Leadership of local government
- Making time to learn
- Big, intermediate and small cities need different methodologies

Success factors
- Love, learn, trust
- Connector networks
- Connecting different networks activities
- On-going collective learning in the city, also driven by citizens
- Integration of forms of learning: depth with dialogue
- Practical approach
- Network building requires continuity
- Open attitude and empathy
- Overcoming language barriers

Still to be done by UCLG and METROPOLIS
- Effective engagement: analysis in multilateral environments, avoiding one-size-fit-all approaches.
- Make success repeatable by evaluating outcomes
- Lobby: multilateral interactions; unleash constraints
What do we learn?

Short inputs were delivered by:
- SoobsMoonsammy, MILE
- Josep Maria Llop, CIMES network

Main outputs of group discussions:

Contents
- Urban finances and efficiency
- Climate change and environmental issues
- Women
- Cultural diversity
- Disaster risk reduction
- Capacity needs assessment
- Metropolitan governance tools
- Urban management and sustainability
- Mobility: transport network
- Employment creation
- Citizens participation
- Carbon neutral cities
- Water
- Decentralization and territorial communities

New trends
- New more agile management models: interdisciplinary, problem solving
- Impact on youth and ICT’s on governance
- Accountability and transparency
- Urban design and empowerment of social networks
- Economic recession
- Open and “caring” city

Skills
- Knowledge management
- Human resource management
- From administration to facilitation, involving society
- Project implementation and monitoring
- Conflict resolution
- Strategic leadership
- Ability to mobilize resources
- Re-allocate or identify new $ for learning
- Use of ICT’s (and adaptation to new ones)
- Lobby and advocacy
- Building credibility and confidence
- How to work together (between networks, etc.)
- Changing by learning: learning what to learn

Comments
- Need to be adapted to different levels: Policy – governance, Corporate management and Technical - sectorial
- Metropolis and CGLU need to find specific items to offer
- Clarify the definition of “learn”
Who needs to learn?

Short inputs were delivered by:
- Arnau Gutiérrez, diputación Barcelona
- DionisioChereua, ANAMM association Mozambique
- Kim Kyung Ryung, Seoul learning institute

Main outputs of group discussions:

Targeting for bridging gaps
- Civil Society – Political bodies
- Local Government – Associations
- National Governments – City Government – International Organizations

Prioritized Profiles
- City managers: “How to do”
- Elected: “updating”, learning right from the beginning; avoid “spoiling” things that work
- Community leaders: “Empower participation”
- Teams: people from the same level, in a good mix

Who should teach?
- Officials themselves, not just experts / training institutions

Three principles
- Assure continuity of knowledge (politicians change)
- Segmentation by learning platforms
- Local Context
Introduction and comments of DAY 1

Day 2 began with a summary of the findings of day 1 on the big thematic fields: Who is learning? What is being learned? And who is learning? Please take a look at the summary of day 1. This summary was presented by Sara Hoeflich and later complemented by the inputs of Josep Roig oriented towards the intentions of the second day:

- What is the objective of UCLG on learning?
- How can diverse stakeholders be included towards building a collaborative agenda in learning?

Josep Roig, secretary general of UCLG raised the following questions for discussion on the second day:

- Should UCLG limit to communication, or is technical knowledge required?
- What lessons had been learned from past cooperation initiatives?
- Should UCLG become a broker for development projects?
- What kind of specific services would be required, are those available?
- What is needed to be provided by the world secretariat, what can be provided by members and committees?

Building on the second day outcomes, he emphasized that the activities being carried out at the moment by members, committees and partners should be acknowledged in order to construct objectives based on experience and not to “reinvent the wheel”. And he invited the UCLG team represented to share more experience of our current agenda.

Agenda and experience of UCLG and new demands

City learning- and its relation to decentralized cooperation

Inputs by Edgardo Bilsky:

UCLG gathers long standing experience of decentralized cooperation and municipal international cooperation programs. This agenda is focusing on development cooperation, mainly “North to South” approach. The committee on decentralized cooperation and the Capacity Building initiative working (CIB) group, that focus on cooperation of local governments associations, are supporting this agenda through:
1. Information sharing and tool exchange platform on DC & ACB
2. Elaboration of a policy document on Local Government and Development Cooperation
3. The CIB conducted a Survey on decentralized cooperation and Municipal international cooperation, where the following is highlighted:
   - Budget for MIC Associations: from 300,000€ (LGA, 1, 5 year) to 22 million€ (VNGI, 4 year programme). Main sources → national governments
   - Cities and Local governments: Cities: 8 to 2 million€. Main sources → own resources, 55% are co-financed by National Gov. or EU
   - Types of inputs provided: Personnel (training, advisory services, etc): 90%, technical: 78%, financial: 55%, administrative: 44%, equipments: 33%

Comments of the external evaluations on municipal international cooperation:
- Themes taken up reflect municipal priorities
- The long-term relationships result in trust and good dialogue between the partners, this contributes to the sustainability of the results
- The most effective form of learning is generally the peer-to-peer approach, which has a long-term character and generates trust and fluidity of contacts
- Potential to leverage learning knowledge between different levels of government

But:
- The objectives of the evaluated programmes are in most cases found to be too ambitious, taking in account the decentralisation processes or sub-national reform policies in the partner country

How to be less ambitious, communicate more and be more demand driven?

UCLG strategic approach and challenge for change

The Input by Emilia Saiz reflected on the change processes of UCLG as an organization. She referred to the UCLG strategy that has been formulated recently and underlined the need to move towards an agenda that builds more partnerships and manages knowledge differently. She emphasized:

- The organization needs to deal with these changes and must acknowledge change collectively.
- In this sense, learning goes beyond the service offered to members and need to be anchored in all the tasks of the organization and also of the members.
- Learning outcomes feed advocacy work, which is very important especially in the agenda of the World secretariat.
- Learning also influences relation with partners and with the members
- UCLG, since its foundation, has transformed to much bigger aspirations: Our role in United nations, but also to be well positioned with all international partners of development
- In order to pass our exam, we need to ask ourselves permanently whether we are the voice of local governments
Panels were prepared for the execution of a “Visioning exercise” based the question: “As a network, (member) city, or association, WHAT are your expectations of UCLG regarding learning?” the participants (networks, cities, committees and members of the World Secretariat on short term, medium term and long term basis) were invited to share their inputs.

The summary of the inputs from the expectations of the participants are listed below:

**SHORT TERM (Sept 2012 until April 2014)**

1. **BROKERING**
   - UCLG to play the role of a broker that bridges the gap between what cities need with what networks offer
   - Formalise the learning dimension through a clear policy statement
   - Actively build a mixed and rich network of useful contacts
   - Need to encourage spontaneous learning during UCLG events
   - Exploit opportunity that Rabat and Africites present
   - Need to produce set of guidelines to improve local governance through peer learning
   - Mobilise learning as a key component of city governance with particular reference to Mayor and City Managers

2. **KNOWLEDGE MANAGEMENT**
   - Begin by developing a clear and simple conceptual framework and a set of tools for enhancing the impact of learning exchanges between members
   - Actively promote knowledge exchange spaces to promote transversal knowledge exchange
   - Set up thematic databases on good practices related to UCLG main focus areas
   - Organise best practice learning exchanges that can be upscaled
   - Connect various learning hubs so that they share and collaborate and maximize synergies
   - Share learning on the UCLG global agenda.
   - Establish a task force to gather and identify stand of learning
   - Integrate UCLG and their Regional Office to meet the strategic learning agenda for the organization
3. **COMMUNICATION and VISIBILITY**

- Create a platform that easily exposes the initiates around learning
- Leverage the work that is already done and disseminate this to all stakeholders
- Engender a culture of following up and reporting within UCLG
- Use key international events for opportunity to showcase UCLG work (e.g., set up booth and exhibition stands, etc.)

4. **CAPACITY BUILDING AND TRAINING**

- Provide technical assistance for capacity building of networks
- Establish a set of clear guidelines to guide how capacity building will work and what learning methodologies are most appropriate for each audience

5. **INTERNAL UCLG WORK**

- Begin immediately with a mapping exercise of UCLG’s “clouds of trust”
- Build on the culture of being responsive and having ears on the ground to detect new trends and international key issues
- Think creatively about how to mobilize resources to promote learning

**MEDIUM TERM (up to three years: by 2015)**

1. **RESEARCH AND EVALUATION**

- Engage in ongoing research to better understand how the learning process will work in cities, focusing on learning methodologies
- Undertake strategic research partnerships to enhance the work of UCLG Committees
- Develop workable evaluation tools to measure the IMPACT and the QUALITY of the learning process

2. **CONTINUING THE BROKERAGE ROLE**

- Explore the progression from one to one peer exchange towards “many to many” exchange
- Focus on increasing connections between members
- Create and facilitate more events that focus on policy and political issues
- Move towards learning and influencing other spheres of government for greater decentralization
- Actively promote collaboration with thematic networks for UCLG members
- Mobilise NGOs to participate in platforms that can upscale learnings

3. **ENHANCING CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT**

- Develop capacity to work with the PRIVATE SECTOR
- Pursue more actively the mentoring agenda
- Promote the creation of new OBSERVATORIES or support existing ones to provide innovative know how to helps municipalities
- Support cities so that they become learning hubs
- Develop capacity to react quickly to new learning demands
LONG TERM (Beyond 3 years)

- Explore joint efforts for RESOURCE MOBILISATION
- Promote research and development
- Monitor the impact of the outcomes of learning initiatives
- Explore the need to apply new technologies
- Influence the agenda of HABITAT 111
- Promote access by cities of DONOR KNOWLEDGE
- Invest in new champions, the leaders of 2030
- Establish a dedicated Resource Centre
- Influence the agenda of international institutes
- Define the political and programmatic outputs for UCLG advocacy and policy.

Who should do what? facilitated by: SogenMoodley

The combination of the participants expectations, derived in the following focus areas regarding the next activities to be carried out by UCLG and partners concerning learning. The objective of the exercise was to derive into concrete leaders and supporting partners for each focus area and propose strategic actions. Nonetheless, the exercise lead to discussions regarding who should in fact lead each activity and further analysis was said to be necessary in order to determine this for many of the focus areas.

Even so, some participants provided interesting inputs that were considered when assembling a table (see annex) that will be the base for developing an action plan for the next years regarding learning in the UCLG agenda.

Wrapping up day 2 comments by: Tim Campbell

- UCLG is a very different organization than some years ago in terms of openness and will to articulate with other organizations.
- It wishes to become a "network of networks", but what does flow through these connections? Not just money, but (maybe more importantly) social capital, support and ideas.
- It should pay attention to youth and ICT.
- It should try to engage the private sector (CISCO, McKenzie,...) by integrating the joint actions into their Social Corporate Responsibility programmes.
- What’s the added value of “learning” for an organisation like UCLG? 1.- New attitude / behaviour: Creating a culture of knowledge acquisition (social capital); look to challenges with a learning approach. 2.- New technical skills: Fostering capacity building and acquisition of new skills.
Day 2: METROPOLIS working group Synthesis


Three ways to explore linked to Metropolis Initiatives...

1) **Accreditation**: on existing products of training, courses and experts.
   - Objective: offer reliable learning resources to the cities, and possible new source of funding for Metropolis
   - Funding: from cities (from governments)
   - Promoters: General Secretariat, Durban (Soogen), India (Niua), Sydney (Sunil)

2) **Framework**: (Methodological framework - Tool Box; Curriculum Framework - Issue-Based Expertise): Assessment, Impact, Monitoring and Evaluation, Project Management.
   - Objective: accessible and useful guidance for cities learning engagement
   - Funding: external funders (promoters will apply)
   - Promoters: Melbourne (Paul), Berlin (Barbara), India (Niua), Sydney (Sunil)

3) **“Exchanges”**: Peer to Peer Exchange, Staff Exchange, Knowledge Dissemination, Training.
   - Objective: Umbrella for all of activities of “exchange”, complementing Metropolis Initiatives as a value-proposal for new members, or members not involved in Metropolis Initiatives.
   - Funding: as in Metropolis Initiatives
   - Promoters: Mexico (Eugene), Berlin (Barbara), Paris (Victor), Seoul (Kate), Montreal (Amara), Mashad (Hamid)

**Deadlines**
- First Draft Action Plan (2 pages “guide lines”) by promoters: 28th September
- Proposal on Training by Amara: November 2012

**Key Events for reporting and approving**
- Guangzhou – 15th November 2012
- Johannesburg – July 2013
- Hyderabad – October 2014
**Agenda UCLG+Metropolis: “Learning of and for cities”**

- Some cities are pushing to the next level
- New blood for the network
- Focus on members and their needs

### UCLG short term

**Knowledge Management**
- How to connect knowledge production for GOLD Report with member’s needs?
  - Communication of knowledge *Barcelona/Arnau*
  - Social Networks *Seoul/Joseph Son*

**Communication/Visibility**
- Coherent Agenda world secretariat

**Brokering/Intermediation**
- Dionisio Cherewa, ANAMM

**Peer Learning**
- Opportunity: access to former mayors
  - Durban - MILE (Soob)
  - Violeta Sao Paulo
  - ANAMMMozambique
  - Rabat (Natalie)

### METROPOlis

**Accreditation/Credibility**
- Institutions, Experts, and Courses
- General Secretariat, Durban (Sogen), Sydney (Sunil), India (Niua)

**Framework: Tool Box & Issue Based Expertise**
- Assessment, Impact, Monitoring/Evaluation Project/Management
- Melbourne (Paul), Berlin (Barbara), Niua (India), Sydney (Sunil), Abidjan (Emila), Vancouver (Jane)

**“Exchanges”**
- Peer to Peer, Staff Exchange, Knowledge Dissemination and Training
- Mexico (Eugene), Berlin (Barbara), Paris (Victor), Montreal (Amara), Seoul (Kate), Mashhad (Hamid), Paris IdF (Claudie), Sao Paulo (Violeta), Paris IdF (Marie Christine) Exchange

### UCLG medium/long term

**Research: monitor and evaluate learning outcomes**
- SCI Jane McRae

**Joint efforts for resource mobilization**
UCLG+METROPOLIS next steps

**Next steps on Learning**

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<td>23 September 2012</td>
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<tr>
<td>Note sent by General Secretaries to UCLG+METROPOLIS members</td>
<td>28 September 2012 for Metropolis and 10 of October for UCLG</td>
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<tr>
<td>Collection of the first contributions of the participants/ members</td>
<td>October 2012</td>
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<td>Document for the Board of Directors of METROPOLIS</td>
<td>14-17 November 2012 (Guangzhou)</td>
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<td>Document for the Board of Directors of UCLG</td>
<td>4-6 December 2012 (Dakar)</td>
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<tr>
<td>Document on Learning for UCLG+METROPOLIS members</td>
<td>January 2013</td>
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Building on this event, the teams of both associations will follow up to precise the strategy for learning, to integrate it into the calendar for decision making of the respective board/bureau, and to specify activities and results, accompanying the working groups, and design an action plan in order to involve more partners and outreach to more members.

**Responsible for Learning of UCLG:** Sara Hoeflich and Alessa Bennaton.

**Responsible for Learning of METROPOLIS:** Agnes Bickart and Gabriel Barros.

UCLG+METROPOLIS will enable a **virtual tool** to share information on Learning with its members.
Illustrations of the Synthesis proposals

Illustration by: Gerard Fagot
Illustration by: Gerard Fagot
Acknowledgements:

- All illustrations by: Gerard Fagot
- All photos by: Momentum, Gabriel Barros & Alessa Bennaton